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AUTHOR Wellins, Richard S.; And Others
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ABSTRACT

This book contains information targeted at executives, line managers, and human resource executives responsible for bringing the team vision to their organizations. A prologue defines teams and shows how they are developed. Part I (chapters 1-4) has the following purposes: introduces the team empowerment continuum, shows how a reshuffling of leadership roles takes place as companies move to self-directed teams, explores some characteristics and practices of work teams, and takes a close look at how one team operates. Part II deals with the actual mechanics of starting and maintaining teams; chapters end with "Team Tips" sections with practical advice on team installation and maintenance. Chapters 5-9 look at ways to create a vision and culture conducive to developing teams by: explaining how a self-analysis instrument assists with determining an organization's readiness for teams; describing the process of designing and implementing teams; clarifying the role of leaders; knowing what to look for when choosing team members, team leaders, and group leaders; and developing a typical training plan for team members and leaders. Part III (chapters 10-13) talks about the four developmental stages of teams: getting started, going in circles, getting on course, and full speed ahead. These chapters present the "feel" of a team at each particular stage and offer tips for advancing from one stage to the next. An epilogue considers broader issues facing the growth of teams worldwide. Appendixes include a 15-item bibliography, 51 references, and an index. (YLB)

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